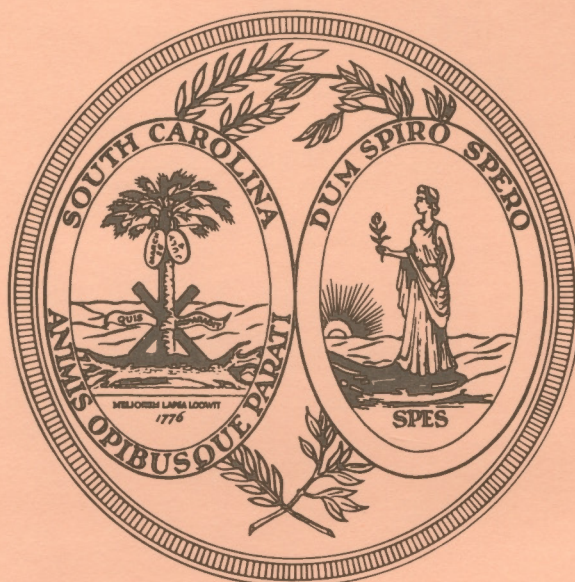


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MEDICAL UNIVERSITY OF SOUTH CAROLINA



ANNUAL REPORT 1992-1993

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Dear Governor Campbell and Members of the General Assembly:

In reflecting on the past year and preparing for the upcoming one, I know of no word that sounds the theme better than the word "change." For indeed, our world, nation, state, and the Medical University of South Carolina are sailing in a turbulent sea of changing winds and currents. Robert F. Kennedy stated, "Progress is a nice word. But change is its motivator, and change has its enemies."

Our state, nation, and health professionals must adjust and compete in a world no longer dominated by the Cold War. Locally, the closing of our Naval facilities is a "close-up and personal" look at the reality of change. Stimulated by many separate but connected occurrences, the health-care field is undergoing, and will continue to undergo, substantial change as industry and government mandate cost reductions and slowed pricing increases. Yet, we must continue to meet our obligation of delivering quality health care with even greater access.

While change is inevitable, progress is not. We are fortunate that the Medical University is managing change and, in so doing, making tremendous progress. The bottom line is that we currently provide high quality education to our students, treat a record high number of patients, and have increased our research activities to unprecedented levels.

Those who are "faint at heart" will not make progress in the years ahead. By doing our homework, effectively utilizing our resources, focusing on our objectives, and pulling as a team, I believe the Medical University will excel in this new environment. As with all worthy endeavors, there will be trying times, but I predict we will continue to progress and meet our commitment to the citizens of South Carolina.

James B. Edwards, D.M.D.
President

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VISION

Continue to support and strengthen the Colleges, the Medical Center, and other University components in meeting a mission of service to South Carolina to provide medical and health education, clinical care, and discovery of new knowledge.

Ensure accountability and encourage principles of total quality management (service to the customer, empowerment of staff and faculty, and measurement of results).

Recruit and retain outstanding talent.

Encourage financial self-sufficiency.

Seek new areas of opportunity that are compatible with priorities.

Meet community responsibility through advancement of access and equity, outreach and community service, improvement of campus aesthetics, and encouragement of economic development with private sector partners.

GOALS AND OBJECTIVES 1993-94

Foster empowerment of all human resources and development of faculty and staff.

Monitor progress and revise the University Strategic Plan, and finalize Educational Strategic Plan.

Ensure appropriate accountability by the Procurement and Human Resources Management departments in exercising administrative flexibility provided by recent legislation.

Encourage university-affiliated and other private sector job creation and strengthen university programs through contract services.

Continue with priority emphasis on development of the Hollings Cancer Center, basic medical research growth, and environmental programs.

Develop comprehensive outpatient services, including cooperative interaction with appropriate community providers.

Begin construction of the Strom Thurmond Biomedical Research Center and Gazes Heart Institute Facility, as well as the Substance Abuse Research addition to the Institute of Psychiatry.

ACCOMPLISHMENTS 1992-93

COLLEGE OF GRADUATE STUDIES

Formed multidisciplinary program for Master of Science degree in Biomedical Sciences

with concentrations in Anatomy and Cell Biology, Biochemistry and Molecular Biology, Biometry and Epidemiology, Microbiology and Immunology, Pathology, Pharmacology and Physiology.

Submitted proposal to the Commission on Higher Education for a Master of Science degree in Environmental Studies.

Initiated and recruited first students for the Doctor of Philosophy degree track in Human Risk Assessment within the Department of Biometry and Epidemiology.

Appointed David Hoel, Ph.D., internationally known human risk assessment expert, as chair of the Department of Biometry and Epidemiology.

Tripled number of participants in program for research training at the undergraduate level, with particular emphasis on minority recruitment.

COLLEGE OF MEDICINE

Continued progress on finalization of Strategic Plan focusing on the areas of education, research, and clinical services.

Appointed Dr. Ian L. Taylor, professor of Medicine from Duke University, as chair of the Department of Medicine.

Established new Department of Experimental Oncology with Peter J. Fischinger, M.D., Ph.D., formerly Vice President for Research, appointed as chair.

Began development of new Center for Molecular and Structural Biology, to be headed by Dr. Takis S. Papas, former Chief of the Laboratory of Molecular Oncology at the National Cancer Institute, who has recruited eight faculty members to develop research programs.

Following a limited site visit by the Liaison Committee on Medical Education (LCME), was granted continued full accreditation until the 1996/97 academic year.

Increased James B. Edwards Scholarship fund assets to \$621,754, and added two additional Edwards scholarship awards for a total of four students receiving full tuition, fees, and expenses for all four years of medical school.

Established Women in Medicine and Science program.

Increased total faculty to 664 full-time, 709 part-time, and 530 Consortium.

Provided education to 545 medical students, graduating 127.

Co-authored Strategic Plan objectives for minority students to facilitate recruitment of medical students, residents, and minority faculty members.

Established Black Summit on Medical Education to gather support from physicians in Black community and recommendations from Black faculty members on enhancing the experience of African-American students.

Interviewed record number of students (329) from among record number of applicants (2,411) — a 167% increase in number of applicants over the past five years. Contacted over 3,000 highly qualified minority students nationally with information about the Early Assurance Program for matriculation in 1996.

House staff totaled 524, with 115 having completed GME programs during year and 148 new members entering.

Research expenditures estimated at \$20,100,000 (7.5% increase over FY '92, and a three-year growth of 40%).

Increased percentage of non-federal research to over 22% of total research (18% in FY '92).

Increased research awards, including all costs, from \$26.4 million to \$29.4 million.

Increased number of applications for research awards from 357 to 485.

Developed and finalized VA Medical Center plans for a 10,000 square-foot Ambulatory Care Expansion Project; gained approval to design a free-standing 60-bed Nursing Home Care Unit; appointed a new director (Dean S. Billik); and received JCAHO accreditation.

COLLEGE OF DENTAL MEDICINE

Graduated 38 students, with 23 accepted into postgraduate programs.

Published 46 faculty articles and made 75 professional presentations.

Clinics treated 6,708 patients on 26,287 separate visits.

Students ranked in the top 10 schools in the nation on National Board Examinations (in the fifth quintile).

Dental Continuing Education utilized 28 faculty members in presenting 110 courses for approximately 3,700 participants.

Opened the new Children's Dental Clinic, a 20-patient operatory facility that houses predoctoral pediatric dentistry and orthodontics clinics and contains full radiographic, laboratory, sterilization, and educational resources.

Totaled \$206,000 in faculty grants for the year, highlighted by a three-year grant for \$308,353 to begin an Advanced Education Graduate Program in General Dentistry.

COLLEGE OF PHARMACY

Re-equipped the Pharmaceutical Development Center, providing full range of educational, research, and contract opportunities.

Established process that will develop the needs, competencies, and curricula for an

entry-level Pharm.D. program.

Received approximately \$3,531,250 in contracts, grants, and gifts (75% increase over 1991-92).

Increased intercollege research through two NIH grants in conjunction with the College of Medicine.

Nearly doubled faculty continuing education presentations at local, state, and national meetings; developed a quarterly series with the Health Communications Network viewed throughout S.C. and at 90 sites nationally.

Reorganized clinical component of the B.S. program to bring rotations in line with the Pharm.D. and residency programs.

COLLEGE OF NURSING

Awarded BSNs to 142 students, one of the largest undergraduate groups ever.

Received external research funding for eight grants totalling \$289,907.

Submitted 35 research and demonstration grant proposals involving 25 faculty.

Significantly increased quality of incoming students as measured by SAT scores, Graduate Record Exam (GRE) scores, and Grade Point Averages (GPA).

Offered 28 continuing education courses to 1,483 registered nurses.

Made 108 professional presentations to local, state, national, and international audiences.

Provided more than 11,000 ambulatory nursing care visits.

Delivered 777 babies in three nurse midwifery practices.

Improved National Council Licensure Examination scores (now above national averages).

Increased amount of development funds raised for a total increase of 800% over last four years.

COLLEGE OF HEALTH PROFESSIONS

Continued increases in self-sufficiency.

Completed reorganizations to reflect emphasis on provision of primary health-care services, including establishment of Department of Rehabilitation Sciences and planning for development of a Physician's Assistant Program.

Became major participant in the "Access Through Science" program initiated by the local

office of the National Oceanic and Atmosphere Administration to encourage and facilitate graduate education of handicapped persons.

Formed College Public Advisory Council with representation from current state officials, business leaders, officers of professional associations, and retired corporate executives.

Hosted regional conference on "Defining Basic Health Services" as an outgrowth of one of the Governor's advisory committees on health care in South Carolina.

Students continued to substantially exceed national pass rates on certification examinations (98% as compared to average national rate of 82.3%).

Increased revenue from grants by more than 300% (from \$214,700 in 1992 to \$870,000), including two federal Allied Health Project grants totalling over \$500,000. Educational Services.

EDUCATIONAL SERVICES

Implemented Educational Technology Laboratory to design and develop computer-based multimedia educational programs.

Helped plan College of Medicine's new Parallel Curriculum, a problem-based curriculum to take effect in August '94.

Received over \$300,000 in grant funding from the Department of Energy and Marion, Merrill Dow Corporation.

Consulted with approximately 95 faculty members on educational or evaluation projects.

Developed Clinical Evaluation Center for use by clinical courses in all colleges.

LIBRARIES AND LEARNING RESOURCE CENTERS

Acquired and began installation of replacement for the VAX minicomputer to allow expansion of present Library information system (MUSCLS) resources, as well as improved response time and the addition of databases.

Formed CoastNet in cooperation with the Charleston Academic Libraries Consortium, a catalogs and database sharing network in the greater Charleston area.

Helped plan and implement the AHEC information network (AHEC Net), linking AHEC sites, USC-School of Medicine, and MUSC library catalogs, databases, etc.

Hosted several training sessions, including one for on-line search analysts for the MEDLARS (NLM) databases and another in Total Quality Management for members of the Health Sciences Roundtable of the South Carolina Library Association and the local consortium.

Participated in development of Environmental Hazards Assessment Program (EHAP)

Information System and a grant "Technology Today, Environmental Sciences as a Career Path: An Interactive Computer-Based Product to Encourage Careers in Engineering and Science."

Participated in U.S. Department of Education/Georgetown Library Information System grant.

Continued ongoing detailed review of journal and book collections for purpose of stabilizing collections, with new collection initiated in support of the EHAP focus.

Enhanced effectiveness of the Microcomputers Labs with upgrade of the Mac Lab and the DOS Lab, linkings to the campus-wide Ethernet electronic backbone and to the Internet, connections to international informational resources, and new additions on the fourth floor to increase access to resources beyond the enclosed labs.

Continued operation and expansion of the North Tower Microcomputer Labs (joint College of Medicine, College of Graduate Studies, and Library project).

Co-hosted test of "prototype" conference/seminar for ADAM (computer assisted instruction software for anatomy) which should lead to MUSC, ADAM, and Apple Computer hosting annual gatherings of basic scientists.

Increased teaching of library resources and information handling to students of all six colleges and to Medical Center personnel.

Offered "Topics in the History of the Health Sciences," a series of 15 lectures, as well as Waring Library Society lectures.

AFFIRMATIVE ACTION/MINORITY AFFAIRS

Provided individual tutorial assistance to approximately 80 students, and group tutorials to 66 students.

Made 43 Graduate Incentive Fellowship Awards totalling \$106,500 to students enrolled in first professional programs.

Implemented Maude Callen Scholarship Program to recognize excellence of African-American students in LPN or RN programs.

Increased minority student applications by 8%.

Increased number of students involved in international student programs to over 200.

Enrolled 23 students in the 16th summer cohort Health Careers Opportunity Program supported through a federal grant.

Selected 30 participants from a pool of 145 applicants from the local service impact area for the 16th Summer Research Apprenticeship Program, supported by a federal grant.

Employed 25 African-American high-school and college students with an expressed interest in health careers in the College Summer Work Program, supported through the Office of Vice President for Finance and Administration and the Executive Director of the Medical Center.

Sponsored fifth annual Health Fair, which screened approximately 400 individuals for cholesterol, diabetes, vision, prostate exams, blood pressure, etc.

Sponsored SAT Workshop, conducted by the Southern Region of the College Board, at no cost to approximately 275 minority and majority lowcountry high school students. Conducted workshops to educate employees, students, and community groups about laws concerning equal employment and laws against discrimination.

ENROLLMENT SERVICES

Enhanced technical capability through new state-of-the-art personal computers and staff Local Area Network with inter- and intra-office electronic mail capability.

Acquired software for regional and national electronic data interchange of student academic information, and assisted in design and implementation of statewide student/course/facilities management information systems.

Initiated and promoted two programs to enhance minority student enrollment: mentor program with Burke Academic Magnet High School and PREP program between the College of Medicine and College of Charleston.

Designed and published comprehensive university guidelines regarding admission of disabled students, in compliance with the Americans with Disabilities Act.

Initiated analysis of present student identification card system in order to facilitate greater secure access to appropriate university information and services.

Degrees Conferred:

Bachelor Degree-384, Master Degree-146, First Professional-186, Ph.D.-16

SOUTH CAROLINA AREA HEALTH EDUCATION CONSORTIUM (SCAHEC)

Graduated 111 physicians from residency programs across state, including 73 in the primary care specialties of Family Practice, Internal Medicine, and Pediatrics.

Provided educational opportunities for medical students to take 121 electives in South Carolina community hospitals.

Provided additional educational opportunities for 20 nursing students, 20 dentistry, 14 pharmacy, and 123 allied health through electives in AHEC sites.

Coordinated over 200,000 hours of continuing education for state health professionals and expanded utilization of educational methods including telecommunications and self-study.

Conducted third annual Family Practice Interest Day with 112 residents and 28 medical students interviewed by 350 recruiters from communities throughout South Carolina.

Increased the qualified applicant pool of minority students for health professional education programs (2,500 minority students in high school, middle school, and college currently being tracked by the minority recruitment and development program).

Treatment provided by second- and third-year medical students in the South Carolina Student Health Coalition to 1,478 patients in Wagener and St. Matthews clinics.

MUSC primary care physicians received state incentive grants, for the fourth consecutive year, to practice in medically underserved communities (56 physicians participating).

Expanded community-based alternatives for the education of physicians, nurses, dentists, pharmacists, and health-related professions through academic/practice partnerships.

Continued adjustment of AHEC educational programs to address critical state health needs (especially mental health, maternal/child health, geriatric health, and severe chronic diseases).

Expanded partnerships and programs to improve representation of African-American health-care providers in South Carolina.

Expanded recruitment and retention programs to increase supply of primary health-care providers in underserved communities and to increase supply of tertiary-care nurses and health-related professionals.

Developed statewide program of primary care and health services research with emphasis on the efficacy and cost effectiveness of alternative methods of health-care delivery, especially for the underserved.

STUDENT LIFE

Completed Phase IIB of the Student Wellness Center.

Completed successfully a one-year worksite wellness program for the Savannah River Site, resulting in a two-year extension.

Completed major research study of 200 adult subjects on methods for determining body fat.

Continued to provide student Counselling and Psychological Services. Provided over 3,000 financial and debt management counseling sessions to students.

Provided assistance to 1,160 students in form of loans, scholarships, grants, and employment, with MUSC default rates for loan programs remaining among the lowest in the nation.

Approximately 225 employers placed job notices with the Job Placement Office resulting in 34 student placements.

Established program to help students protect themselves from crime, including security checks on homes/apartments.

Increased utilization of Student Health Services by 17% (6,928 visits).

Received special recognition for support and leadership in community sporting events (Cooper River Bridge Run).

PASTORAL CARE AND EDUCATION

Made significant progress toward increasing around-the-clock spiritual/religious care of patients/families at MUSC Medical Center.

Developed extensive linkages with MUSC colleges, departments, programs, patient services areas, campus ministries, and student services.

Began community extension through initiating alliances with religious leaders and groups, participating in area clergy visitation program for hospitals, and developing community support groups.

Made major achievements toward development of accredited Clinical Pastoral Education program.

Took first steps in establishing greater campus awareness of spiritual, relational, and emotional values, including a Thanksgiving program and re-instituting the Gift-of-Body Memorial program (with Cell Biology & Anatomy).

Provided leadership and participation to various developing hospital programs (such as loss and grief, spiritual support, and ethical decision-making).

MUSC MEDICAL CENTER

Increased medical/surgical/pediatric/psychiatric admissions at an annual rate of 12%, with outpatient visits at 10%.

Increased admissions to Charleston Memorial Hospital by 67%, primarily due to opening of obstetrical/nursery service.

Opened MUSC Access Center that includes the Trauma Center, Employee Health, and Chest Pain Center.

Received three-year accreditation by Commission on Accreditation of Rehabilitative Facilities for the inpatient rehabilitation unit as well as the Chronic Pain Program.

Developed Medical Center Total Quality Management (TQM) Task Force White Paper for implementation purposes.

Implemented two new pediatric sub-specialty clinics at McLeod Regional Medical Center and continued to expand other outreach activities, particularly in cardiology.

Implemented clinical advancement program for professional nurses.

Received research grant to study potential value of the Transitional Care Program to other hospitals in South Carolina.

Developed and implemented toll-free consumer help line (MUSC Health Connection) to provide user-friendly access to clinical services (calls rose to 1,200/month in less than a year).

RESEARCH

Recruited key researchers, including Peter J. Fischinger, M.D., Ph.D., as director of the Hollings Cancer Center; David Hoel, Ph.D., as chair of the Department of Biometry and Epidemiology; Roger Markwald, Ph.D., as chair of the Department of Cell Biology/Anatomy; and Takis S. Papas, Ph.D., as director of the Center for Molecular and Structural Biology.

Increased extramural funding for research by 11% to over \$40 million (corporate funding alone increased from \$5.5 million to \$9.2 million).

Received favorable priority for the Program Project grant in cardiac hypertrophy.

Received favorable priority for the Shared Instrumentation grant for confocal microscope.

Completed design and awarded bid to construct MUSC Substance Abuse Research Center as supported by one of only three nationally awarded federal grants.

Completed design documents for construction of Strom Thurmond Biomedical Research Facility jointly funded by the Veterans Administration and the State of South Carolina.

Received one of 10 nationally competitive facility grants to upfit the Transgenic Animal Research Facility in the Hollings Cancer Center.

Dedicated the Hollings Cancer Center and hosted the International Council for Coordinating Cancer Research with participation of a stellar array of national and international leaders in the cancer arena.

Introduced "Research Inklings," a monthly campus newsletter that highlights trends, and opportunities in extramural funding for research.

Implemented new computerized research information database for research proposals, awards, and protocols.

Initiated strategic planning process for research support services with goals of promoting service to the investigator.

ENVIRONMENTAL HAZARDS ASSESSMENT PROGRAM (EHAP)

Completed planning blueprint for an issue-driven program of science, education, and service in the area of environmental health.

Convened Charleston Group, a significant assembly of leaders in respective fields (including directors of 13 national laboratories) to help EHAP develop practical, creative, and effective approaches to addressing health issues involved in environmental risks.

Inaugurated Crossroads of Humanity Series, a series of monthly forums and workshops initiated with a socratic dialogue on risk, health, economics, and the environment that was subsequently broadcast by South Carolina Educational Television.

Implemented Ph.D. in Risk Assessment in the College of Graduate Studies with seven initial doctoral candidates enrolled.

Developed, in collaboration with the University of Charleston, a multi-disciplinary Masters Degree program in Environmental Sciences to begin in 1994.

Collaborated with the South Carolina Statewide Family Practice System to develop model program for training Family Medicine Residents and third-year clerks in the issues of environmental health.

Identified and developed cadre of MUSC basic scientists and clinicians to provide the scientific basis of Program initiatives.

Created mechanism for national input into the development of training programs in regulatory compliance.

Instituted program of research into the issues of risk perception.

FINANCE AND ADMINISTRATION

Human Resources Management

Provided more user-friendly employee application process including establishment of the Employment Information Center (office).

Developed and implemented innovative conflict resolution and mediation program to address grievances and disciplinary actions

Finance

Received clean audit opinion for Fiscal Year 1992.

Physical Plant

Implemented campus-wide recycling program.

Completed an annual \$60,000 City Water Credit Program for cooling tower evaporation.

Completed or made substantial progress on numerous construction projects including Hollings Cancer Center; Student Wellness Center Phase II-B; Dental Annex renovation.

Revised OSHA's required Bloodborne Pathogen plan for all MUSC and Charleston Memorial employees (6,531 trained).

General Services

Implemented several cost savings programs in Procurement acceptable to vendors and Materials Management Office groups.

Assisted in developing a procurement legislative reform agenda for MUSC.

Implemented expanded campus services in the areas of food service and an automatic teller machine.

Center for Computing and Information Technology

Implemented the Bell Atlantic Healthcare Oaxis System.

Stabilized the Professional Healthcare System software product through an upgrade of the Data General hardware at no cost to the institution.

Installed a Decision Support System to prepare for new levels of cost accountability required by increasing competitive managed care.

PUBLIC RELATIONS

Reached confirmed audience of 41,671,218 Americans through 578 local, state and national media placements (cardiology, 3,505,212; oncology, 2,613,611; organ transplant 1,610,905; and neuroscience 11,881,909).

Developed and began implementation of five-year recruitment plan for Family Medicine to increase number and quality of residents.

Established plan to implement MUSC participation in the national "Healthy Children 2000" program.

Participated in Kid's Fair, (with more than 10,000 children attending and several thousand receiving comprehensive health-care screenings from MUSC Children's Hospital).

Developed and integrated strategic public relations plans with marketing plans for the Heart Center and the Transplant Center.

Gained national media coverage for the Charleston Heart Study (including CNN, New York Times, Washington Post, and Medical News Network).

Developed comprehensive community relations program incorporating the Speakers' Bureau and outreach programs in a wide variety of health-care areas.

Conducted statewide public perception survey which showed 71.4% public awareness of MUSC which indicated a high percentage of positive feeling about the institution.

DEVELOPMENT/ALUMNI AFFAIRS

Received \$11,092,576 in new gifts and pledges, a 97% increase over prior year .

Received \$2,479,463 in gifts and pledges toward the \$3 million goal for the Partnership in Service Campaign for Storm Eye Institute; \$720,000 for the Children's Hospital Fund; \$3.2 million toward the initial \$5,000,000 goal for the Hollings Cancer Center; \$187,710 for the College of Nursing; and \$7,582,000 in new planned gift expectancies, with total known expectancies equalling \$24,043,000.

Aluminum Cans for Burned Children program (ACBC) received national recognition as recipient of the 1993 Public Service Excellence Award presented by the Public Employees Roundtable.

Formally dedicated the Harper Student Center and the Murray Fitness Center of the MUSC Student Life Center.

Organized and administered campus homecoming for MUSC graduates to celebrate the Centennial of the Alumni Association.

Helped establish, at request of the Office of Minority Affairs and Affirmative Action, a constituent alumni group for African-American graduates to increase linkage between this group and the institution.

Maintained a stable level of alumni participation at 41% for all six college groups, representing growth of 46.5% over a nine-year period (Dental Medicine and Medicine maintained participation rates above 60% and 50%, respectively, over past four years).

Established dental student alumni council to increase awareness of the Alumni Association.

Organized and conducted individual alumni weekends and annual meetings for dental, nursing, pharmacy, medical, and health professions alumni, as well as published or assisted in publication and distribution of college alumni magazines and newsletters for five colleges.

Systematized effort to recruit all postgraduate trainees of the University (former housestaff) into the Medicine Alumni Association, as well as clinical and regular faculty members of the College of Medicine.

Worked with the Office of Enrollment Services to revive the Alumni Student Contact Service through development of a directory for health professions advisors at colleges and universities throughout South Carolina.

Director of Alumni Affairs served as national chair for the Group on Institutional Advancement of the Association of American Medical Colleges (AAMC).

Continued successful Board of Visitors program including initiation of two-year term for the full board with two yearly meetings.

ENERGY CONSERVATION UPDATE

Monetary rebates were received from SCE&G for qualifiable energy conservation measures taken during normal activities. Items included high efficiency chillers and D.X. Air conditioning units and relamping with energy efficient lights and ballasts

New electronic ballasts and T-8 fluorescent tubes have been purchased for the Harborview Office Tower Building. Plans to relamp the Bank Building and the Family Medicine Buildings are in progress.

Alumni House and Research Building Audits have been approved by the State Energy Office and have been forwarded to the Department of Energy for approval and split funding.

Meetings are being held with representatives from the State Energy Office and State Procurement Office to take an active part in a state-wide effort to procure natural gas at the Wellhead.

Negotiations were recently completed with the city of Charleston for a yearly credit on the sewage bill for the cooling tower water evaporation.

Total Number of Documents Printed	255
Cost Per Unit	\$ 1.09
Printing Cost - S.C. State Budget & Control Board (up to 255 copies)	\$ 277.54
Printing Cost - Individual Agency (requesting over 255 copies and/or halftones)	\$
Total Printing Cost	\$ 277.54

